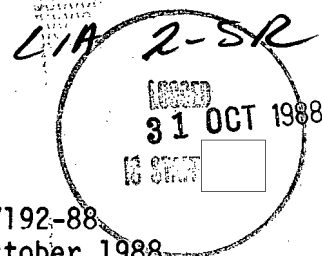


~~SECRET~~ICS 7192-88
31 October 1988

NOTE FOR: [REDACTED]

Chief, CRES

FROM: [REDACTED]

DDR&E/ICS

SUBJECT: Future Information Needs (U)

REFERENCE: CRES Newsletter, October 1988

When I read the reference, I was struck by a point about this subject that I thought I would share with you. I have attached a copy of the key page from the reference. I agree that this issue, and your function in supporting CIA's leadership when CIA's analytic equities could be affected, likely will become increasingly important in a constrained fiscal environment. [REDACTED]

In this context, I thought you might like to know a perspective from my end of our joint work. And that is that, in the coming years, it will be extremely important that representatives of CIA:

- o Speak with a clear, unified voice about CIA's equities. I know this is hard because of CIA's diverse interests.
- o Play by the rules, as articulated by whomever is leading the effort for the Intelligence Community. Unilateral interpretations are unwise, especially those not in your own best interests.
- o Support the Intelligence Community process, whatever the subject, in a way that serves your best interests. Declaring the work to be too hard is not useful.
- o Lean forward to help the other Intelligence Community players understand your key ideas, such as through briefings and trading papers. They might agree with you.

Based on my 16 months here at ICS, these subjects need work; and I am not immune to similar "constructive criticism" either. [REDACTED]

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SUBJECT: Future Information Needs (U)

I hope this is helpful. I would be glad to discuss this in greater detail at our joint convenience. (U)

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Attachment:
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SUBJECT: Future Information Needs (U)

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